United Nations E/ICEF/2012/9

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United Nations Children's Fund
Executive Board
Annual session 2012
Item 2 of the provisional agenda

Provisional annotated agenda, timetable and organization of work

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Provisional annotated agenda

1. Opening of the session

The Executive Board will hear statements by the President of the Executive Board and the Executive Director.

Organizational and procedural matters

2. Adoption of the provisional annotated agenda, timetable and organization of work
For action [E/ICEF/2012/9]

The provisional agenda has been drafted in consultation with the Bureau of the Executive Board. The Executive Board will adopt the agenda for the session, making any amendments it considers necessary.

Programme and policy matters

3. Annual report of the Executive Director of UNICEF: progress and achievements against the medium-term strategic plan
For action [E/ICEF/2012/10]

The report covers 2011, the sixth year of the extended UNICEF medium-term strategic plan (MTSP), 2006-2013. It aims to take stock of changes in the global context affecting children, including emerging issues, review progress made towards achieving the Millennium Development Goals and commitments of the Millennium Declaration, and present results and analyse progress in each focus area as well as organizational performance. Trends in progress and performance against key indicators are further analysed in the accompanying data companion.

4. Report on the progress of gender equality work in UNICEF
For discussion [E/ICEF/2012/11]

In accordance with Executive Board decision 2011/13, this report provides an update on the progress of the gender equality work of the organization in line with the medium-term strategic plan and the strategic priority action plan for gender equality.

5. Proposals for UNICEF programme cooperation

(a) Draft country programme documents
For action

At this session, the Executive Board will consider a total of 16 draft country programme documents. These are presented to the Executive Board for discussion and comment, and for approval of the aggregate totals of estimated regular and other resources in the programme budget. The summary results matrix for each country programme document is posted on the UNICEF Executive Board website, and the United Nations Development Assistance Framework results matrices are available through the UNICEF Executive Board website, where applicable. Also available on the website, in accordance with Executive Board decision 2008/17, are the

consolidated results and performance data for the previous programme cycles of each of the 16 draft country programmes.

Taking into account the comments made at the annual session, the draft country programme documents will be revised and posted on the UNICEF Executive Board website, at the latest, six weeks after the annual session for further review by members of the Executive Board. The revised country programme documents will be approved by the Executive Board on a no-objection basis at the 2012 second regular session unless at least five members have informed the secretariat in writing of their wish to bring a particular country programme before the Executive Board.

In accordance with Executive Board decision 2008/17, the Executive Board will be informed of the reasons for deferment of the presentation of 9 draft country programme documents from the annual session to the second regular session of 2012 (E/ICEF/2012/CRP.14).

The 16 draft country programme documents for this session will be presented by region:

Americas and the Caribbean

Belize (E/ICEF/2012/P/L.14)

Bolivia (E/ICEF/2012/P/L.15)

Costa Rica (E/ICEF/2012/P/L.16)

Central and Eastern Europe and the Commonwealth of Independent States

Bulgaria (E/ICEF/2012/P/L.4)

Republic of Moldova (E/ICEF/2012/P/L.5)

Romania (E/ICEF/2012/P/L.6)

East Asia and the Pacific

Pacific Island Countries — multi-country programme (E/ICEF/2012/P/L.7)

Eastern and Southern Africa

Lesotho (E/ICEF/2012/P/L.8)

Middle East and North Africa

Djibouti (E/ICEF/2012/P/L.9)

Jordan (E/ICEF/2012/P/L.10)

South Asia

India (E/ICEF/2012/P/L.11)

Nepal (E/ICEF/2012/P/L.12)

Sri Lanka (E/ICEF/2012/P/L.13)

West and Central Africa

Guinea (E/ICEF/2012/P/L.17)

Guinea-Bissau (E/ICEF/2012/P/L.18)

Liberia (E/ICEF/2012/P/L.19)

Sierra Leone (E/ICEF/2012/P/L.21)

(b) Extensions of ongoing country programmes
For action [E/ICEF/2012/P/L.22]

Further to Executive Board decision 2009/11, the Executive Board will be: (i) informed of the one-year extensions of the ongoing Gulf area subregional programme and the country programmes of Cuba, Mexico, Nigeria and Togo; and (ii) requested to approve the second consecutive one-year extensions of the country programmes of Madagascar and Tunisia as well as the third consecutive one-year extension of Namibia and the two-year extensions of the country programmes of Colombia and Comoros.

Evaluation, audit and oversight matters

6. Report of the Ethics Office
For information [E/ICEF/2012/12]

The annual report of the activities of the Ethics Office is submitted to the Executive Board at the annual session in accordance with decision 2010/18.

7. Annual report on the evaluation function and major evaluations
For action [E/ICEF/2012/13]

This annual report is prepared in response to Executive Board decision 2008/4, which requested UNICEF to report annually to the Executive Board on the evaluation function and on findings and recommendations of evaluations. The report provides information on global developments in evaluation and the current state of the evaluation function in UNICEF, outlining progress in strengthening the decentralized evaluation function. A thematic analysis of programming in the area of violence against children summarizes findings from a meta-evaluation of 52 country-level evaluations conducted between 2005 and 2010. In accordance with its decision 2011/20, the Executive Board will also have before it a succinct management response to the thematic analysis of the annual report.

8. Office of Internal Audit 2011 annual report to the Executive Board
For action [E/ICEF/2012/AB/L.2]; For discussion [E/ICEF/2012/AB/L.3]

This annual report covers the activities of the Office of Internal Audit in 2011. It provides an overview of the unit, describes the key issues highlighted by its internal audit and investigations work, and gives information on the disclosure of internal audit reports during 2011. The Executive Board will also have before it the response by management that takes into account requests made by the Executive Board in decisions 2006/18, 2007/17, 2008/23, 2009/19 and 2010/17. In addition, the annual report of the UNICEF Audit Advisory Committee is available on the UNICEF Executive Board website.

Other matters and adoption of draft decisions

9. Reports of the field visits of the Executive Board

For information [E/ICEF/2012/CRP.16; E/ICEF/2012/CRP.17; E/ICEF/2012/CRP.18; and E/ICEF/2012/CRP.19]

Presented for information are: (i) the report of the field visit of the Bureau to Sri Lanka, from 25 February to 2 March 2012; (ii) the report of the field visit of the Executive Board of UNICEF to the Pacific Island Countries from 10 to 21 March 2012; and (iii) the reports of the joint field visit to Djibouti and Ethiopia by members of the Executive Boards of the United Nations Development Programme, the United Nations Population Fund, the United Nations Office for Project Services, UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Food Programme, from 18 to 31 March 2012.

10. Address by the Chairperson of the UNICEF Global Staff Association

The Chairperson of the Global Staff Association addresses the Executive Board at its annual session.

11. Other matters

The Executive Board may consider discussing any other issue under this agenda item.

12. Adoption of draft decisions

13. Closing statements by the Executive Director and the President of the Executive Board

The Executive Board will hear statements by the Executive Director and the President of the Executive Board.

Provisional timetable and organization of work for the 2012 annual session of UNICEF Executive Board 5-8 June 2012[1]

Tuesday, 5 June	a.m. 10:00-1:00	*Item 1*	Opening of the session Opening statements by the President of the Executive Board and the Executive Director
		Item 2	Adoption of the provisional annotated agenda, timetable and organization of work
		Item 3	Annual report of the Executive Director of UNICEF: progress and achievements against the medium-term strategic plan
	p.m. 3:00-5:00	*Item 3 (cont'd)*	Annual report of the Executive Director of UNICEF: progress and achievements against the medium-term strategic plan
	5:00-6:00		*Informal consultations*
Wednesday, 6 June	a.m. 10:00-1:00	*Item 4*	Report on the progress of gender equality work in UNICEF
		Item 8	Office of Internal Audit 2011 annual report to the Executive Board
	p.m. 3:00-5:00	*Item 7*	Annual report on the evaluation function and major evaluations Thematic discussion on results and lessons learned in focus area 5 of the medium-term strategic plan: Policy advocacy and partnerships for children's rights
	5:00-6:00		*Informal consultations*
Thursday, 7 June	a.m. 10:00-1:00	*Item 5*	Proposals for UNICEF programme cooperation (a) Draft country programme documents (b) Extensions of ongoing country programmes
	p.m. 3:00-5:00	*Item 5 (cont'd)*	Proposals for UNICEF programme cooperation (a) Draft country programme documents (b) Extensions of ongoing country programmes

[1] When consideration of an agenda item concludes ahead of the allocated time, the next item will be taken up for consideration and the timetable adjusted accordingly.

	5:00-6:00		*Informal consultations*
Friday, 8 June	a.m. 10:00-1:00	*Item 6*	Report of the Ethics Office
		Item 9	Reports of the field visits of the Executive Board
		Item 10	Address by the Chairperson of the UNICEF Global Staff Association
	p.m. 3:00-5:00	*Item 11*	Other matters Provisional list of agenda items for the 2012 second regular session of the Executive Board
		Item 12	Adoption of draft decisions
		Item 13	Closing of the session Statements by the Executive Director and the President of the Executive Board

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Corrigendum

Item 5 (a)

Under West and Central Africa: *delete* Guinea-Bissau (E/ICEF/2012/P/L.18).

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12 April 2012

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United Nations Children's Fund
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Annual session 2012
5-8 June 2012
Item 3 of the provisional agenda*

Annual report of the Executive Director of UNICEF: progress and achievements against the medium-term strategic plan

Summary

This report covers the sixth year of the UNICEF medium-term strategic plan for 2006-2013, presenting results and analysing progress in each focus area, as well as organizational performance. The report was produced in conjunction with the annual report of the Executive Director to the Economic and Social Council (E/ICEF/2011/3), which gives more detailed information on UNICEF work in areas emphasized in General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system. Trends in performance against key indicators are further presented in the accompanying Data Companion.

A draft decision is included in chapter V.

* E/ICEF/2012/9.

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Overview

1. Many achievements in 2011 have contributed to the well-being of children, including to the tangible progress achieved towards the child-related Millennium Development Goals (MDGs). Under-five child mortality fell to 7.6 million deaths in 2010, down from 8.5 million in 2005. The MDG target of halving the proportion of people without sustainable access to an improved drinking water source was met. However, disparities between and within countries in some cases grew wider. For example, poorer areas of some countries continue to have less than 20 per cent coverage of improved drinking water. Though near parity has been achieved between girls and boys in primary school enrolment, children from ethnic minorities, the disabled, and children living in remote areas remain excluded from education in many countries.

2. The situation of children from the poorest quintile, when compared to the richest in the same country, is worse off in many social indicators. For example, the poorest children are nearly three times as likely to be underweight, are less than half as likely to be registered after birth, and are three times less likely to have been delivered by a skilled health professional at birth. Girls in this quintile are three times more likely to get married before the age of 18.

3. More work is needed to address these and other disparities in order to accelerate progress. The refocus on equity holds abundant promise for children, especially through faster and more economical achievement of the MDGs. UNICEF emphasized the implementation of the refocus during 2011 at the local and national levels in partnership with governments, civil society organizations and United Nations partners. Measuring results for the most disadvantaged populations, particularly at the local level, has proven critical to accelerate and sustain progress in reducing disparities, and also to catalyse partnerships. Capacity at all levels within the organization needs to be strengthened to further support the measurement and analysis of disparities and to strengthen local systems to generate reliable disaggregated data on the most disadvantaged children. This will be a key priority for 2012.

4. Innovation is also critically important to the success of the equity strategy and to achieving greater results for children. UNICEF supports cost-effective, innovative approaches to identifying and removing bottlenecks to progress and barriers to inclusion and to the use of services for the most disadvantaged children. This is where UNICEF demonstrates a comparative advantage. An example is U-Report, a system developed with the support of UNICEF Uganda in 2011. The initiative uses SMS (text messaging) to inform decision makers of the opinions and feedback of young people in 'real time'. U-Reporters have provided input on issues such as female genital mutilation/cutting (FGM/C), disease outbreaks and other health issues, water availability, early marriage and education. Results are discussed locally and are also presented in newspapers and television shows.

5. In 2011, UNICEF responded to 292 humanitarian situations of varying scales in 80 countries. These crises often had a devastating impact on children and women, particularly those living in vulnerable households. The response to crises further stretched the limited human and financial resources of UNICEF and necessitated reprogramming resources in some contexts.

6. Several organizational initiatives are helping UNICEF to become more efficient, effective and transparent. Many efforts in 2011 focused on VISION (Virtual Integrated System of Information), launched in January 2012. Staff throughout the organization reviewed and adapted business processes, designed work-flows, cleaned and migrated data, and trained over 7,000 users of this innovative system. As a result, all UNICEF locations are carrying out transactions, managing resources, and monitoring operational and programme performance using the VISION system.

7. Building on the systems improvements that VISION offers, UNICEF has joined the International Aid Transparency Initiative and continues to strengthen operational and reporting systems to produce high-quality and timely information to all stakeholders.

8. According to the 2011 Global Staff Survey, staff show pride and satisfaction in working for UNICEF and strong support for the equity refocus. However, as in past surveys, staff expressed concerns on work-life balance, career development, and transparency and fairness in decision-making. Managers are being encouraged to work closely with staff and staff associations to respond to these concerns, including through the improvement in job opportunities and efficiencies in work processes.

9. Led by the new Disability Unit, UNICEF accelerated efforts to make the organization a more inclusive work environment. The organization issued guidance for programmes in an Executive Directive and a set of principles and framework on disability, including for humanitarian action.

10. The Strategic Framework for Partnerships and Collaborative Relationships paved the way for a more coherent approach to partnering, including training, capacity-building and performance-measuring. Key publications on partnerships included the *Civil Society Guide to Working with UNICEF* and *Corporate Engagement: Towards an Expanded UNICEF Approach*. A pilot partner survey was conducted in 35 countries.

11. UNICEF participates actively in inter-agency forums on United Nations system-wide coherence and Delivering as One. In 2011, UNICEF issued a Commitment Statement outlining the scope of its engagement in United Nations coherence and the importance of partnerships in achieving results for children.

I. Summary of each focus area of the MTSP

A. Focus area 1: Young child survival and development (Goals 1, 4, 5, 6 and 7)

12. Maternal and child mortality continue to decline across all parts of the world, although the former, especially, continues to fall short of progress necessary to reach the MDG. Nor will the MDGs related to nutrition, sanitation and health be met, as many millions of people are still deprived of basic services, are living in poor environments and are deprived of basic rights.

13. Three avoidable infectious diseases — pneumonia, diarrhoea and malaria — continue to cause over one third of deaths among children older than one month. HIV continues to be a leading killer of children in large parts of Africa. Meanwhile,

countries that have succeeded in reducing childhood disease are facing the challenges of newborn mortality and poor developmental outcomes for children, as well as high levels of malnutrition and insufficient early childhood development interventions.

In 2011, UNICEF contributed to the following results:

- 10 million children were vaccinated in measles campaigns.
- 350 million children were provided two doses of vitamin A supplement.
- 14.5 million households were given insecticide-treated nets (ITNs) to protect them against malaria.
- 4,600 additional health centres provided improved Emergency Obstetric Care facilities.
- 7 million additional households had access to improved drinking water sources.
- 2.6 million additional households had access to improved sanitation facilities.
- More than 30 countries used micronutrient powders to fortify complementary foods.
- In 67 countries, at least 70% of households used iodized salt – an increase from 38% in 2002. Thirty-seven countries have reached the target of at least 90% of households using adequately iodized salt, up from 21 countries in 2002.

14. UNICEF analysis has shown that scaling up coverage of a set of essential interventions focused on the most marginalized will allow countries to accelerate progress on achieving the MDGs. And indeed UNICEF is working with a number of countries to achieve a substantial increase in coverage of many critical interventions. Notable examples include work with the Measles Initiative — more than 1 billion children were vaccinated through campaigns and other supplementary activities between 2000 and 2011.

15. Polio eradication remains a priority for UNICEF and is closely linked to the equity agenda. In India, where wild polio transmission was interrupted in 2011, UNICEF supported the Government in conducting immunization campaigns nationwide, including activities specifically in areas that were considered to be at high risk. Globally UNICEF has actively supported the scale-up of community-based treatment for the leading infectious diseases. For example, in 6 of the leading countries, the following were procured and distributed in 2011: 11.3 million oral rehydration solution packets and 3.3 million zinc treatment doses, 1.8 million antibiotics treatment doses and 1.5 million artemisinin combination-therapy

treatments. Over 1 million children were treated for malaria, pneumonia and diarrhoea by community health workers in Ghana and Malawi alone.

16. Fifty-three out of 90 countries that have data showed progress in exclusive breastfeeding among infants of 0 to 6 months of age, with 24 countries improving by more than 20 percentage points in 10 years. For countries facing serious challenges in exclusive breastfeeding, innovative programmes with a focus on community-based interventions and communication strategies were successful. The UNICEF *Community Infant and Young Child Feeding (IYCF) Counselling Package* was rolled out in 16 countries, helping community workers to provide caregivers with skilled support on child feeding.

17. UNICEF continued efforts to tackle cholera in West and Central Africa, and respond to water-related emergencies, which occurred in 78 countries in 2011. In terms of transition from emergency to longer-term post-emergency recovery, the Pakistan Approach to Total Sanitation has used humanitarian funding opportunities to reach an additional 7 million people since 2010. In Zimbabwe, UNICEF has led the rehabilitation of urban water supplies, which helped to reduce cholera cases and deaths from approximately 100,000 cases and 4,300 deaths during 2008-2009 to 1,968 cases and 62 deaths during 2010-2011.

18. Support was provided to implement jointly the 'Every Woman, Every Child' strategy in five African countries with H5 partners to improve maternal and newborn health services. UNICEF led globally on monitoring and evaluation, and on implementation in Zambia and Zimbabwe. In support of the global strategy, UNICEF and the United Nations Population Fund (UNFPA) began preparing a global initiative to reduce the barriers obstructing access to essential health commodities. The aim is to increase the availability, affordability, accessibility and rational use of essential commodities for the health of women and children, and to mobilize resources.

19. Partnership with the European Union on the Maternal and Young Child Nutrition Security Initiative involved a four-year Joint Action to improve the nutritional status of pregnant women and young children in Bangladesh, Indonesia, Lao People's Democratic Republic, Nepal, and the Philippines. Collaboration on Ending Child Hunger and Undernutrition (REACH) was expanded to 13 countries.

20. Stunting is a major challenge, affecting 27 per cent of children under five. To create greater awareness that diminishing stunting reduces mortality and improves national development, UNICEF played a key role in the Scaling Up Nutrition (SUN) movement, and supported high-level side events during the 2011 United Nations General Assembly session. Nutrition programming supported SUN 'early riser' (participant) countries in water, sanitation and hygiene (WASH), HIV/AIDS, and health sectors.

21. Some 13.5 million people are now living in communities free of open defecation. The challenge is to support people to sustain these new practices while greatly expanding their number. Large-scale sanitation marketing programmes have started up in several countries, notably Ghana and Pakistan. Key partnerships are being established with Unilever and the Bill & Melinda Gates Foundation.

22. UNICEF maintained efforts to drive down water supply costs through institutionalizing professional practices in borehole construction and addressing the sustainability of rural supplies, especially in sub-Saharan Africa. UNICEF is also

hosting the secretariat of the global partnership Sanitation and Water for All and supported the June 2011 launch by the United Nations Secretary-General of the Five-year Drive for Sanitation to 2015.

B. Focus area 2: Basic education and gender equality (Goals 2 and 3)

23. In 2011, UNICEF enhanced its education agenda with a focus on gender, equity and human rights-based programming to support improved access to quality basic education for the most vulnerable children.

24. UNICEF continues to promote the equity agenda upstream as an instrumental partner in the Global Partnership for Education (GPE). UNICEF is the Coordinating Agency in 21 out of 46 GPE- endorsed countries, the Implementing Agency in Guinea and Madagascar, and the Supervising Entity in Afghanistan. The United Nations Girls' Education Initiative, with active partnership in 43 countries in 2011, is also advocating mainstreaming principles of gender-responsive planning in the education sector.

25. Various innovative initiatives have improved the evidence base in order to understand the bottlenecks and barriers to education for the most disadvantaged children and develop effective strategies to address them. As a result of the refocus on equity, UNICEF is increasing support to early learning as a foundational strategy to promote on-time enrolment and school performance. Facilitating the transition from the Child-Friendly School to the broader Child-Friendly Education framework has encouraged a system-wide approach to education reform that keeps children and equity at its centre of the planning and monitoring process and works to ensure that teachers are well supported and effectively deployed and also that schools are inclusive and conducive to learning. WASH in Schools focused on the inclusion of WASH indicators in national Education Management Information Systems (in 94 countries). Building on the success of Schools for Africa strengthening education, Schools for Asia have now been established in 11 countries.

26. The effects of the global economic crisis, complex political situations, the increasing incidence of natural disasters, rising inequalities, and social norms that lead to exclusion have serious implications for children's education. Country-level challenges remain in translating policies into concrete interventions which require increased budgets, political will, and technical capacity. The availability of trained and experienced teachers continues to constrain efforts to improve equity and the quality of education. In Eastern and Southern Africa, nearly half of the country offices are systematically engaged in teacher education.

In 2011, UNICEF contributed to the following results:

- 71 countries reported the development and implementation of national policies on ECD/School Readiness compared to 65 in 2010.
- Since 2009, a particular focus on equity has resulted in 579,000 child-friendly schools (CFS) receiving support in 99 countries. A total of 86 countries developed quality standards based on CFS or similar models.
- By 2011, the CFS Global Capacity Development Programme had reached 603 participants from 107 countries. Eight countries showed early results on mainstreaming CFS into teacher education programmes.
- Evidence from a review of gender-based violence in schools conducted in 20 countries was used to develop a database, tools and guidance.
- UNICEF and the World Bank developed the Simulation for Equity in Education Model – piloted in Ghana – to identify and estimate costs of appropriate strategies to address educational bottlenecks and barriers.
- The Education in emergencies and post-crisis transition programme restored access to and improved quality of education for 6 million vulnerable children affected by emergencies and benefited14 million more through national adoption of best practices and innovative financing.

27. Many children are not acquiring the basic literacy, numeracy and life skills needed to survive, develop and thrive. The Global Compact on Learning (co-chaired by UNICEF) is helping to define global metrics for learning. Mother-tongue-based programmes are being piloted or expanded in Malaysia, Philippines, Timor-Leste, Viet Nam and other countries.

28. UNICEF will focus more intensely on the emerging challenges of exclusion and discrimination in education, the educational needs of adolescent boys and girls, wider pursuit of post-primary education, education in conflict and post-conflict States, and the threats posed by increasing urbanization.

C. Focus area 3: HIV/AIDS and children (Goal 6)

29. The AIDS response of UNICEF contributes to three key result areas by leveraging action across the organization's priorities: (a) prevention of mother-to-child transmission (PMTCT) of HIV, and paediatric HIV treatment; (b) prevention of HIV among adolescents and young people; and; (c) protection of children and families affected by HIV and AIDS.

30. The Global Plan to Eliminate New HIV Infections in Children by 2015 and Keeping Their Mothers Alive (eMTCT) was launched in June 2011. UNICEF remains a leader of eMTCT and, along with the World Health Organization, was delegated the responsibility to coordinate technical assistance, develop implementation guidance and monitoring of country progress to achieve the targets of the Global Plan. Half of all pregnant women living with HIV now receive ARVs to prevent vertical transmission and 23 per cent of children living with HIV are being treated, an increase from 6 per cent in 2005. Twenty-two countries, which collectively account for 90 per cent of new HIV infections in children, are prioritized for intensified support. By the end of 2011 UNICEF had provided technical support to draft 12 eMTCT plans, with 9 in process, and 1 about to begin. Efforts at verification and certification of the elimination of MTCT in countries with low and concentrated epidemics were initiated in the Americas and Caribbean and Central and Eastern Europe and the Commonwealth of Independent States.

In 2011, UNICEF contributed to the following results:

- 38,000 health clinics provide better services for PMTCT.
- In 2010, globally 48% of pregnant women who are HIV positive received the most efficacious antiretroviral (ARV) drugs for PMTCT.
- Treatment for children has increased, but at an unacceptably low rate, from 21% in 2009 to 23% in 2010.
- In 2010, 28% of infants were reported to have been tested for HIV within the first two months of birth, versus 6% in 2009.
- An estimated 5 million young people aged 15–24 were living with HIV in 2010, a 12% reduction since 2002.

31. HIV prevention work will shift from a focus on vulnerability reduction to scaling up high-impact interventions that reduce the risk of HIV transmission. These include medical male circumcision in high-prevalence settings, HIV testing and linkage to prevention, treatment and care, and harm-reduction services. Policy analyses of country-level work conducted in the Middle East and North Africa and Central and Eastern Europe and the Commonwealth of Independent States identified areas of work for UNICEF and governments to focus on and in which to promote the scale-up of high-impact, cost-efficient interventions for key affected adolescent populations.

32. Social protection creates sustained demand for high-impact prevention and treatment services and reduces the impact of HIV on children. UNICEF supported efforts in Kenya, Malawi, Namibia, South Africa and Zambia to scale up large national cash-transfer programmes that benefit HIV-affected individuals and households without explicitly targeting them. There have been demonstrated improvements in nutrition, education and health-seeking behaviours as a result of this large-scale initiative.

33. Inequities in access remain for marginalized most-at-risk adolescents — young males who have sex with other males, adolescents who use drugs and adolescents engaged in transactional sex. If not addressed, these will increase the long-term economic and social consequences of AIDS. UNICEF is intensifying its work to scale up services for adolescent girls and most-at-risk adolescents, using bottleneck analyses to identify HIV hotspots and poor-performing districts to help national programmes target their HIV investments appropriately.

34. Lessons learned from the HIV response indicate that there is insufficient bridging between research and the 'real life' problems faced by implementers in applying new science to country-level programmes. Recent groundbreaking research demonstrating that treatment prevents HIV transmission holds great promise for accelerating the reduction of new HIV infections significantly. The challenge is to apply new knowledge locally, equitably and efficiently, recognizing the need to link HIV and Maternal, Newborn and Child Health interventions. The latest estimates on maternal mortality ratios released in 2010 indicate that an estimated 21,000 maternal deaths are due to HIV/AIDS, or 6 per cent of total maternal deaths (9 per cent in sub-Saharan Africa).

35. The Children and HIV/AIDS Programme includes four programmatic areas to enable the implementation of high-impact interventions to reduce HIV risk, transmission, morbidity and mortality. Country-driven efforts focus on implementing innovations, programmatic and technological, to scale up high-impact interventions, with emphasis on monitoring and evaluating impact among women and children, especially those individuals most at risk for HIV infection.

36. Innovating for equity propelled a number of key partnerships in 2011: UNITAID and the Clinton Health Access Initiative are piloting HIV testing equipment to bring services closer to clients' homes (point of care diagnostics) and promoting drug simplification (reducing the number of pills per day); MTV and the President's Emergency Plan for AIDS Relief (PEPFAR) are using mobile phone technology and other innovative communications to improve the update of HIV testing and follow-up services; the Economic Policy and Research Institute is working to define social protection interventions to improve HIV outcomes. A partnership with the Global Fund to Fight AIDS, Tuberculosis and Malaria has resulted in leveraging over $80 million from existing grants for PMTCT. The Unite for Children, Unite against AIDS campaign entered its second phase (2011-2015) with National Committees for UNICEF and other partners, focused on "An AIDS-free Generation." This phase emphasizes eliminating mother-to-child transmission and halving new infections among young people, and works in the broader programming context, which also includes simplification of treatment and HIV-sensitive social protection.

D. Focus area 4: Child protection from violence, exploitation and abuse

37. While economic poverty is one predictor of child protection violations, other factors such as discriminatory practices also lead to exclusion and inequity. Addressing these challenges remains a core concern of the child protection work of UNICEF.

38. One of the strengths of UNICEF lies in bridging upstream and downstream work, reinforcing both prevention and response to deliver results for children. A shift has occurred from a palliative approach to one that also prioritizes prevention of violence and exploitation across four interdependent key result areas: (a) strengthening systems through better laws, policies, regulations and services; (b) addressing harmful practices; (c) ensuring that interventions to protect children in emergencies strengthen systems and promote social change; and (d) expanding monitoring, evaluation and research to inform programmes and policies.

39. This strategic approach is showing results in birth registration, trafficking and migration, alternative care, disability, justice for children, violence against children (including sexual and gender-based violence and armed violence), child marriage, FGM/C, child labour, mine action, and the protection of children affected by emergencies.

40. Programme innovations include birth registration and family tracing and reunification through mobile handheld devices. Intersectoral collaboration was advanced in development and humanitarian settings to prevent and respond to violence and to meet the needs of children experiencing violence and exploitation, including through capacity-building of service providers, teachers and parents, community awareness-raising, and partnerships with religious communities. Technical inputs ensured that guidelines and resources accorded with national and international standards.

In 2011, UNICEF contributed to the following results:

- 23.8 million births were registered.
- Nine countries ratified the Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography, and four countries ratified the Optional Protocol on the involvement of children in armed conflict, bringing the total number of State parties to 154 and 144, respectively.
- More than 120 countries strengthened the mechanisms required to protect children through capacity-building, services, policies, legislation, research, and community work.
- The UNFPA-UNICEF joint programme on FGM/C in 15 countries shows a 30 per cent increase from 2010 in the number of villages that abandoned the practice.

41. A continuing lesson learned is the importance of disseminating new developments and promoting their understanding across programming, notably alternative care, social and economic reintegration, community-based protection mechanisms, justice for children, child protection systems, and in understanding the drivers of violence, including social norms. The evidence base continues to grow,

for example, in statistically capturing often invisible groups, such as child domestic labourers.

42. Large-scale emergencies (as evidenced in the Horn of Africa and Pakistan) highlight the urgent need for staff who can be quickly mobilized to respond. The establishment of rapid-response teams for child protection in emergencies and inter-agency preparedness efforts are critical mitigating efforts.

43. Effective child protection requires a balance of services, human resource capacities, accountabilities, laws, policies, finances, and social norms that favour the prevention of violence and exploitation in all contexts. This balance in the work of UNICEF will continue to be emphasized, with robust monitoring and evaluation to strengthen the evidence base of what works.

E. Focus area 5: Policy advocacy and partnerships for children's rights

44. Local food prices escalated in 2011, while unemployment remained high, exhausting the capacity of many poor households to sustain essential expenditures on food, education and health. Moreover, an increasing number of countries have undertaken fiscal austerity since 2010, increasing the risk that essential service delivery and social protection would be less available, at a time when they are needed by the worst-off children and families.

45. UNICEF has stepped up its interventions and advocacy to promote policies and budgets that provide immediate and adequate support to the poorest and most deprived. To match intent with impact, the organization has invested in the development of new data, tools, analyses, and the more extensive leveraging of partners' resources.

In 2011, UNICEF contributed to the following results:

- Field work for 24 Multiple Indicator Cluster Surveys (MICS) was carried out, bringing the total for the current round of MICS4 to 64 surveys.
- www.childinfo.org reached 6.5 million page views in 2011, an increase of 20% from the previous year.
- Analysis of child poverty and disparities, using new equity-focused approaches, continued to be carried out in 54 UNICEF country offices in partnership with national governments.
- UNICEF provided advice on legal, institutional, budgetary and sector reforms in 124 countries.
- UNICEF developed a highly successful training programme on "Socio-economic policies for child rights with equity", which attracted approximately 5,000 online participants – 4,000 of whom were external.

46. These innovations have contributed to the scaling up of national social protection programmes, including cash transfer, by 93 countries, and a more intensive focus on children in national development plans and budgets in 102 countries. The use of mobile devices and rapid technology is facilitating the sharing of information.

47. UNICEF is a major agency in reporting on progress towards the MDGs — specifically MDGs 1, 4, 5, 6 and 7 — and contributes to the monitoring of 17 out of 44 MDG development indicators. UNICEF has also supported a large number of household surveys (see box) and the updating of data on specific issues, such as immunization, malaria and international migration.

48. Through timely analysis of the trends in factors key to outcomes for children (e.g., local food prices and government expenditures), UNICEF raised the alarm on worsening trends and their likely adverse impact on children and proposed options to promote child-sensitive, socially inclusive policies. This included: continuation of innovative collection of real-time information (e.g., sentinel sites in the Pacific Island Countries); cutting-edge simulation analysis (e.g., an analysis of the impact of shocks and policy options on child outcomes in Burkina Faso); and the development of innovative tools such as the Social Protection Costing Tool, which served to leverage donor funds towards United Nations joint social protection programmes.

49. Joint World Bank-UNICEF Guidance on Integrating a Child Focus into Poverty and Social Impact Analysis was developed to promote child-sensitive policies and reforms. UNICEF collaboration with the International Monetary Fund, initially in 11 pilot countries, has progressed through joint dialogue with Governments in budget deliberations and for protecting priority spending on the vulnerable groups, with encouraging results, especially in sub-Saharan Africa.

50. To develop what works and learn from what has not, UNICEF made systemic investments in the following: knowledge networks to facilitate the sharing of ideas and up-to-date information, including the Child Poverty and the 'Recovery for All' networks with more than 3,000 members; innovations and lesson learned; and investment cases for children.

Special focus: Humanitarian action

51. Following the emergencies in Haiti and Pakistan in 2010, UNICEF improved procedures to better deliver results for children and women, and helped to feed lessons into the wider humanitarian system. In March, the Executive Director issued a Corporate Emergency Activation Procedure for large-scale 'Level 3' emergencies, which proved effective in the Horn of Africa. In the Inter-Agency Standing Committee (IASC) Principals' agenda, UNICEF advocated to accelerate the humanitarian reform process, informed by many of the systems that the organization had developed: the declaration of a system-wide emergency, the criteria for Level 3 designation, Immediate Response Teams and a greater focus on performance monitoring in emergencies.

52. Building on lessons from the Horn of Africa, UNICEF is responding to the deteriorating nutrition situation across countries of the Sahel belt, appealing for $120 million to help treat a million or more children who may suffer from severe acute malnutrition in 2012.

53. UNICEF also mainstreamed the costs of Global Cluster Coordinator positions for child protection, education, nutrition, and WASH to be funded from regular resources beginning in 2012 under one organizational unit in Geneva to simplify the chain of command.

54. UNICEF is also making investments to promote safer and more resilient communities. To reduce the vulnerability and risk posed by drought, insecurity and floods in the Horn of Africa, household assets have been protected through social safety nets and strengthened government capacity in subnational preparedness plans. Community early surveillance has also helped in the management and prevention of acute malnutrition. To better understand and manage local conflict dynamics, the organization is supporting and developing the capacity of local response coordination groups. UNICEF is working to ensure that all country programmes are emergency risk-informed to advance work in disaster risk reduction and climate change adaptation, as well as conflict-sensitive programming and peacebuilding.

In 2011, in emergency/humanitarian, recovery or fragile situations, UNICEF assisted an estimated:

- 1.823 million severely malnourished children aged 6-59 months through therapeutic feeding programmes.
- 52.3 million children aged 6 months to 15 years vaccinated for measles.
- 2.57 million families received two ITNs.
- Over 18.5 million people with access to safe water to agreed standards.
- 4.86 million people with access to appropriately designed toilets.
- 8.76 million school-aged children, including adolescents, accessing formal and non-formal basic education (including temporary learning spaces and play and early learning for young children).
- Over 10.2 million children with access to WASH facilities in their learning environment.
- 835,000 pregnant women with access to HIV/AIDS prevention, care and treatment including PMTCT.
- Over 2 million children with safe access to community spaces for socializing, play, learning, etc.
- Over 11,600 children formerly associated with armed forces or groups reintegrated into their families and communities.

55. In 2011, security incidents affecting UNICEF staff increased significantly, including the death of three staff members as a result of a deliberate attack on the United Nations premises in Nigeria. UNICEF improved safety and security of staff

while maintaining its ability to remain present in the most complex or threatening environments. Within the United Nations system, UNICEF helped to lead the inter-agency development of a programme criticality framework to be used by the United Nations country presence to ensure that staff work under acceptable risk, and that managers determine the maximum acceptable risk levels for specific activities. UNICEF has agreed to coordinate the inter-agency roll-out at country level over the next year.

56. The organization also engaged with the United Nations system-wide effort to understand the challenges posed to humanitarian space when working in the contexts of integrated presences. A new approach to UNICEF security management was implemented in the field, with a gradual increase in the numbers of dedicated security advisers being employed in high-risk working environments. UNICEF also fostered a better understanding throughout the organization of international humanitarian law and risk management and provided guidance to help staff successfully navigate the complexities of operating in conflict and complex and/or high-threat environments.

57. The Simplified Standard Operating Procedures (SSOPs), issued in 2011, standardized and simplified UNICEF procedures in Level 3 emergencies. A lesson-learning exercise under way on the Horn of Africa will highlight the impact of activation of Level 3 emergencies on organizational effectiveness.

58. Using the same principles of standardization and simplification, a process to draft similar SSOPs for Level 2 emergencies began in late 2011 as part of efforts to achieve more effective responses, including rapid deployment in emergencies. Meanwhile, IASC Principals agreed to strengthen the wider humanitarian system with an immediate priority on Level 3 global responses and a system-wide rapid response mechanism. This will have implications for UNICEF both internally and externally. Consistent with the organization-wide emphasis on a greater Monitoring of Results for Equity, UNICEF is strengthening its systems for performance monitoring in humanitarian contexts, building on lessons learned from its application in the Horn of Africa, Pakistan and smaller country offices in West and Central Africa.

II. Supporting and cross-cutting strategies

59. The following table summarizes the implementation of programming principles and supporting and cross-cutting strategies, based on self-assessment and feedback from country offices.

Programme principles and strategies	Summary of status	Country office assessment
Gender equality	A detailed review of UNICEF work in gender equality may be found in the 2010 report (E/ICEF/2011/10).	11 country offices (8 per cent) fully met organizational benchmarks; 59 (47 per cent) mostly met benchmarks; 44 (35 per cent) partially met benchmarks; 12 (9 per cent) were initiating action to meet benchmarks.

Programme principles and strategies	Summary of status	Country office assessment
Human rights-based approach	Over 30 country offices supported Governments on reporting to the Committee on the Rights of the Child and the Universal Periodic Review. Country programme preparatory processes have generally been rights-based, according to an external assessment (see table 1). Country offices in Central and Eastern Europe and the Commonwealth of Independent States maintained and strengthened their attention to issues relating to discrimination and exclusion, with attention to the rights of Roma children.	29 county offices (23 per cent) fully met organization benchmarks; 70 (55.5 per cent) mostly met benchmarks; 26 (20.5 per cent) partially met benchmarks; 1 (1 per cent) was initiating action to meet benchmarks.
Environmental sustainability	Guidance and training were updated and incorporated in the *Programme Policy and Procedures Manual*. The Executive Directors of UNICEF and the United Nations Environment Programme signed a framework for enhanced cooperation as a platform for joint programmatic action. Six country studies documenting the impact of climate change on children were published.	19 country offices (15 per cent) fully met organizational benchmarks; 30 (24 per cent) mostly met benchmarks; 39 (31 per cent) partially met benchmarks; 38 (30 per cent) were initiating action to meet benchmarks.
Capacity development	Programmes continue to focus on strengthening institutional and organizational capacity, targeting key institutions accountable for fulfilling and protecting children's rights. Outcomes included building national capacities for better governance and public service provision and strengthening the capacity of partners, civil society and, to a lesser extent, community-based groups. There is a keen awareness at all levels for capacity-development approaches to go beyond training in order to achieve sustainable results.	24 country offices (19 per cent) fully met the benchmarks; 69 (55 per cent) mostly met benchmarks, 31 (24 per cent) partially met benchmarks; 2 (1 per cent) were initiating action to meet benchmarks.
Communication for Development (C4D)	UNICEF, in collaboration with Ohio University, launched a Learning Course on C4D to strengthen programming with an equity focus; staff from 38 countries participated. UNICEF launched *Communicating with Children*, a multimedia resource package that provides guidance and tools for the development of content for and with children that is appropriate to their age and culture. At the XII United Nations roundtable on C4D, in New Delhi, nearly	13 countries (10 per cent) fully met their benchmarks for C4D, 63 (50 per cent) mostly met benchmarks, 37 (29 per cent) partially met benchmarks, and 13 (10 per cent) were initiating action to meet benchmarks.

Programme principles and strategies	Summary of status	Country office assessment
	100 representatives from over 30 civil society organizations, 14 United Nations agencies, and donors underscored the critical role of communication in gender equality and other issues affecting adolescent girls.	
Strategic partnerships	UNICEF supported the resident coordinator (RC) system at the country level through contributing $13.8 million to UN coherence efforts and the Resident Coordinator Office in 108 countries, and contributed 13 RCs and 104 acting RCs (11 of which served for over three months). In solidifying engagement with civil society partners, multi-religious and religious communities, sports actors and parliamentarians: 37 countries participated in the Day of Prayer and Action for Children initiative to support commitments and actions to address violence against children. The approach to corporate social responsibility (CSR) moved forward with a mapping of CSR initiatives, and research on state responsibilities in the context of business and human rights.	47 countries (37 per cent) fully met their benchmarks for partnerships; 65 (52 per cent) mostly met benchmarks, 12 (9 per cent) partially met benchmarks; 2 (1 per cent) were initiating action to meet benchmarks.
Communication and public advocacy	In all regions in 2011, UNICEF drew on its expertise in strategic communication and public advocacy, and data and policy analysis, to underscore globally and nationally threats to the rights and the survival of all children. Global media coverage raised awareness of and mobilized support for crisis in the Horn of Africa. The use of digital communication technologies is gaining momentum. Strategically integrating traditional and innovative communication and public advocacy approaches across regions and creating partnerships will improve the reach and effectiveness of programmes and policy.	33 countries (26 per cent) fully met their benchmarks for advocacy; 79 (63 per cent) mostly met benchmarks; 11 (9 per cent) partially met benchmarks; 3 (2 per cent) were initiating action to meet benchmarks.
Research and knowledge management	In 2011, UNICEF consolidated the research function in one location, Florence. The establishment of an office structure and staffing reinforced capacity in critical areas. In response to a request from the Executive Board, a Strategic Integrated Framework for Research and Knowledge Management was	18 countries (14 per cent) fully met their benchmarks for knowledge management; 51 (40.5 per cent) mostly met benchmarks; 51 (40.5 per cent) partially met benchmarks; 6 (5 per cent) were initiating action to meet benchmarks.

Programme principles and strategies	Summary of status	Country office assessment
	developed. Several new initiatives were piloted throughout the year, including an innovative online portal to facilitate rapid dissemination of research findings.	

III. Organizational performance

60. The Evaluation Office met a majority, and managed to exceed some, of its 2011 targets. Corporate-level evaluations completed in 2011 include, most notably: Independent Review of the UNICEF Operational Response to the January 2010 Earthquake in Haiti; global evaluation of the UNICEF Human Rights-based Approach to Programming strategy (to be finalized and disseminated in early 2012), and the UNICEF ECD programme, with focus on Government of Netherlands funding (2008-2010).

61. Evaluation functions were bolstered, including the external knowledge management portal (MyM&E), providing guidance on equity-focused evaluation, information on evaluation quality assessment and ratings, and tracking of management response. In 2011, there was a surge of viewership on MyM&E and an increase in the quality rating and the management response of evaluations for the organization. A 2011 global staff survey on the monitoring and evaluation function highlighted strengths, challenges and areas for growth.

62. Country offices (COs) have documented efficiency and savings through increased use of common premises and services for security and maintenance, communications, travel administration, and translation, purchase of office equipment and supplies, as well as global banking solutions. In 2011, 46 COs reported monetary savings, estimated at $6,555,509. Over 30 COs reported savings due to "green office" initiatives, including energy efficiency training for staff, promotion of paperless meetings, and limiting unnecessary use of lights and air conditioning.

63 Many COs report sharing services through common services agreements with other United Nations agencies, thereby strengthening economies of scale. Common services include the use of couriers, telecommunication operators, events management, translators, hotel rates, security, procurement, cleaning, and travel agents. Common services agreements continue to reduce costs compared to competitive bidding processes conducted by each agency.

64. Talent sourcing, recruitment and management remain a primary human resources (HR) focus. The vacancy rate in 2011 was 5 per cent overall and 9 per cent for international Professionals (IPs). The average time to recruit an IP post was reduced to 101 days, with close to half (48 per cent) of the 694 recruitments in 2011 meeting the 90-day time-to-fill Key Performance Indicator (KPI).

65. Response to the Horn of Africa crisis demonstrated the effectiveness of new emergency processes, including the deployment of 10 Immediate Response Team members. The KPI for surge capacity support was exceeded, with 81 per cent of the 859 surge capacity requests completed within 56 days. The UNICEF workforce is

increasingly diverse, with recruitment and other HR activities giving due consideration to gender, geography and disability. An HR policy on disability and inclusion was issued in 2011.

66. Regarding gender balance, 48 per cent of staff members are female. Representation of females at the P-5 and above levels increased from 38 per cent in 2006 to 43 per cent in 2011. This year, 54 per cent of all IP appointments at the P-5 and above levels were to female staff, up from 35 per cent in 2010.

67. With regard to geographic diversity, in 2011, 46 per cent of all IPs were nationals of programme countries (35 per cent in senior roles at P-5 and above) and 18 per cent of first-time IP appointments were UNICEF National Officers and General Service staff from programme countries. UNICEF expects to improve its geographic diversity using outreach campaigns and recruitment-approval processes that include reviews of gender and geographic diversity.

68. In 2011, the total value of supplies procured exceeded $2 billion — an 11 per cent increase from 2010. UNICEF efforts in influencing market dynamics on life-saving supplies is expected to result in $735 million in savings over the next five years for partners, governments and UNICEF. Savings were generated from price reductions and innovative financing led by partners such as the Bill & Melinda Gates Foundation for polio vaccines, the GAVI Alliance for the newly available rotavirus vaccine and the UN Foundation for ITNs. For the first time, and with suppliers' consent, UNICEF made information about the pricing of vaccines, ITNs, and therapeutic food publicly available. The move towards greater transparency is helping governments to make more informed decisions and aims to support a more efficient and competitive marketplace.

69. In response to the Horn of Africa famine crisis, UNICEF expanded its range of commodities to include supplementary food, rice, pulses and oil. Because of this, food and nutrition supplies represented some 75 per cent of the supply response.

70. In product and technology innovation, a number of new products are in advanced stages of development and testing, including dispersible Amoxicillin tablets, flavoured oral rehydration salts, a redesigned jerrycan, and an improved respiratory rate timer to diagnose pneumonia. The use of SMS mobile technology to assist in family reunification and delivering laboratory results to health practitioners is also in the final stages of field-testing.

71. Improved connectivity to global networks took place via webinars and voice/video conference calls. As a result, the information and communication technology (ICT) infrastructure, systems and tools facilitated the transition to a modern central repository for data, VISION. A major study assessed the global ICT workforce, with the aim of matching expertise with the rapid technology shifts, and maximizing the organization's use of technology to reach its goals.

72. The Institute of Internal Auditors (IIA) certified in 2008 that UNICEF generally conforms to the IIA International Standards for the Professional Practice of Internal Auditing and the IIA Code of Ethics, the highest rating given for such a review. These standards were maintained in 2011, when 30 audit engagements (19 audits of COs and 11 audits of headquarters, regional office or thematic areas) were completed. In 2011, OIA introduced a new system of quarterly reviews to assist in the timely closure of all outstanding recommendations. This year, 73 cases of investigation, including four complex cases, were closed.

Table 1
Key programme management performance indicators

Indicator	*2005*	*2009*	*2011*
Programme oversight			
Number of country offices with high, medium, or low level of emergency preparedness (based on Early Warning Early Action system)	n.a.	n.a.	81/17/30[1]
UNICEF offices with documented efficiency gains in operations			95%
New country programme documents (CPDs) approved by the Executive Board that meet organizational standards for			
(i) Application of human rights-based approach	n.a.	84%	82%
(ii) Application of gender mainstreaming	n.a.	59%	59%
(iii) Results-based management	n.a..	84%	77%
Country programmes for which a gender review and self-assessment was performed[2]	15%	55%	71%
CPDs that include a clearly articulated strategy for communication for development, with a focus on behaviour and social change to achieve results for children	n.a.	63%	74%
Knowledge management			
(i) Number of lessons learned, vetted and accessed	42	156	399
(ii) Number of 'communities of practice' created	—	10	32
Number of country offices reporting UNICEF support to South-South cooperation	—	89	104
Programme funding			
Donor reports submitted on time	71%	81%	92%
Total income that is thematic funding	21%	13%	10%
UN Coherence			
CPDs with result matrices aligned to UNDAF results matrix	n.a.	85%	83%
Number of UNICEF staff serving as resident coordinators	n.a.	12	13
Evaluation			
Programme evaluations rated unsatisfactory based on United Nations standards (target = 0%)	n.a.	13%	27% (2010)
Evaluations with a formal management response (target = 100%)	*	*	71%

[1] As of 27 Feb 2012.
[2] Data for prior years were modified to account for revised definitions regarding multi-country programmes.
* Mandatory management responses became effective in late 2009. The first full year of application was 2010. As the prior years are not calculable by the new standard, they are not reported, and 2010 is the new baseline (45%).

Table 2
Key operations management performance indicators

Indicator	*2005*	*2009*	*2011*
Finance			
Management/administration/programme support costs to total regular resources and other resources	15.3%	14.1%	13.2%
Allocated regular resources for programme expended at end of year	93%	94%	97%
Outstanding direct cash transfer to national partners over 9 months	3%	0.9%	1.38%
Risk management practice			
General compliance with IIA standards based on periodic independent quality reviews of internal audit function	—	General compliance	General compliance
Complaints investigated and closed within six months	n.a.	90%	55%
Number of offices/divisions with audit recommendations outstanding for over 18 months	n.a.	10	4
Supply			
Programme countries in which UNICEF supports Governments to produce plans to address shortages of essential commodities	13%	16%	19%
Programme countries with updated logistics capacity assessment	n.a.	16%	25%
Orders delivered at port of entry within agreed arrival dates	64%	81%	75%
Rapid-response orders shipped within 48 hours of sales order release	85%	90%	71%
Human resources			
Per cent of recruitment actions completed within 90 days for established international Professional posts	17%	43%	48%
Requests for surge capacity support met within 56 days	n.a.	77%	81%
Cluster coordinator positions at country level filled within 30 days of activation of the cluster**	n.a.	n.a.	80%
Staff identifying themselves as satisfied with the UNICEF workplace, as per global staff survey	Not surveyed	76%	77%
Performance assessment reports signed by all three parties by end of February the following year	n.a.	67%	66%
Total staff costs (support budget and regular resources) spent on learning and staff development	1.4%	1.7%	1.4%
Women staff at P/L 5 levels and above, globally	36%	42%	43%
Information and communication technology			
Emergencies in which services requested are provided as per standards established in the Core Commitments for Children in Humanitarian Action	n.a	90%	90%
Service Level Agreement targets met or exceeded	n.a	90%	90%

** Calculated based on clusters that were activated or reactivated in 2011 to respond to rapid-onset emergencies. These offices were: Ethiopia, Libya, Pakistan, and Somalia.

IV. Income, expenditure and resource mobilization

Income

73. Total income to UNICEF increased by 1 per cent, from $3,682 million in 2010 to $3,711 million in 2011 (see tables 3 and 4). This is primarily attributable to the increase in regular resources from governments and the private sector, partially offset by decreases in income for other resources for emergencies from the private sector. Total income exceeded the financial estimate for 2011 by $483 million. This is primarily attributable to increased income in other resources, both regular and emergency, over the projection, and to exchange rate fluctuations.

74. Regular resources income in 2011 amounted to $1,078 million, a 5 per cent increase over the estimate. Compared to 2010, total regular resources income increased by 12 per cent or $113 million, thanks to the contributions received from Governments and the private sector. Contributions to other resources exceeded the plan by $432 million, or 20 per cent, and decreased by $84 million, or 3 per cent, compared to 2010.

Table 3
UNICEF income by resource type and source for 2010 and 2011

(In millions of United States dollars)

Source of income	*2011 Actual*	*2010 Actual*	*2011 Estimate*	*Comparison to 2010*		*Comparison to plan*	
	$m	*$m*	*$m*	*$m*	*%*	*$m*	*%*
Regular resources							
Government (gross)*	646	575	620	71	12	26	4
Private sector	377	335	370	42	13	7	2
Other	55	55	37		0	18	49
Total – regular resources	**1 078**	**965**	**1 027**	**113**	**12**	**51**	**5**
	29%	26%					
Other resources — regular							
Government	1 004	991	914	13	1	90	10
Private sector	522	507	531	15	3	(9)	-2
Inter-organizational arrangements	144	196	116	(52)	-27	28	24
Subtotal	**1 670**	**1 694**	**1 561**	**(24)**	**-1**	**109**	**7**

Other resources — emergency							
Government	610	516	459	94	18	151	33
Private sector	190	346	51	(156)	-45	139	273
Inter-organizational arrangements	163	161	130	2	1	33	25
Subtotal	**963**	**1 023**	**640**	**(60)**	**-6**	**323**	**50**
Total — other resources	**2 633**	**2 717**	**2 201**	**(84)**	**-3**	**432**	**20**
	71%	74%					
Total	**3 711**	**3 682**	**3 228**	**29**	**1**	**483**	**15**
	100%	100%					

* Gross regular resources income from governments includes income taxes paid by UNICEF on behalf of the citizens of a government that contributes to UNICEF regular resources, reported in the expenditure table.

Table 4
UNICEF income by source, 2010 and 2011
(In millions of United States dollars)

Source of income	*2011 Actual*	*2010 Actual*	*2011 Estimate*	*Comparison to 2010*		*Comparison to Plan*	
	$m	*$m*	*$m*	*$m*	*%*	*$m*	*%*
Government	2 260	2 083	1 993	177	8	267	13
Private sector/non-government	1 089	1 188	952	(99)	-8	137	14
Inter-organizational arrangements	307	356	246	(49)	-14	61	25
Other	55	55	37	0	0	18	49
Total	**3 711**	**3 682**	**3 228**	**29**	**1**	**483**	**15**

75. As a result, regular resources as a proportion of total income increased to 29 per cent in 2011, compared to 26 per cent in 2010.

76. Receipts of $1,122 million and disbursements of $1,093 million were administered and accounted for under various trust funds, including procurement services, during 2011.

Expenditure

77. Total expenditure increased by 4 per cent, from $3,652 million in 2010 to $3,819 million in 2011 (see table 5). Expenditure on programme assistance increased by $118 million (4 per cent) to $3,472 million. Combined expenditure on programme support ($215 million), management and administration ($89 million), and centrally shared security costs ($18 million) amounted to $322 million, an increase of $46 million compared to 2010.

Table 5
UNICEF expenditure, 2010 and 2011
(In millions of United States dollars)

Nature of expenditure	*2011 Actual*	*2010 Actual*	*2011 Estimate*	*Comparison to 2010*		*Comparison to Plan*	
	$m	*$m*	*$m*	*$m*	*%*	*$m*	*%*
Programme assistance	3 472	3 354	3 053	118	4	419	14
Net programme support and management and administration	322	276	342	46	16	(20)	(6)
Subtotal	**3 794**	**3 630**	**3 395**	**164**	**5**	**399**	**12**
Write-offs*	6	3	3	3	100	3	100
Support budget costs/reimbursement **	19	19	19	0	0	0	0
Total	**3 819**	**3 652**	**3 417**	**167**	**5**	**402**	**12**

* Write-offs are primarily related to uncollectible receivables from expired contributions.
** Support budget transfers that represent income taxes paid by UNICEF on behalf of the citizens of a government that contributes to UNICEF regular resources.

78. Sub-Saharan Africa accounted for nearly 57 per cent of programme assistance in 2011 (24 per cent of such spending from regular resources), and Asia accounted for a further 24 per cent (see table 6 for actual dollar amounts). Approximately 57 per cent of programme assistance was spent in least developed countries.

Table 6
Direct programme assistance by region, 2011
(In millions of United States dollars)

Region	*ORE*	*ORR*	*RR*	*Total*
CEE/CIS*	8	66	27	101
Asia	181	442	201	824
Sub-Saharan Africa**	629	868	476	1 974
Interregional	3	133	26	162
Middle East and North Africa	57	50	29	136
Americas and the Caribbean	121	125	29	275
Total	**999**	**1 683**	**789**	**3 472**

* Central and Eastern Europe and the Commonwealth of Independent States.
** Expenditure assistance for Djibouti and Sudan is included under sub-Saharan Africa.
Note: Totals in the table may differ slightly due to rounding.

Table 7
Direct programme assistance by focus area, 2011
(In millions of United States dollars)

Thematic area	*ORE*	*ORR*	*RR*	*Total*
Young child survival and development	689	805	328	1 822
Basic education and gender equality	139	444	126	708
HIV/AIDS and children	7	100	45	151
Child protection: Preventing and responding to violence, exploitation and abuse	82	168	89	340
Policy advocacy and partnerships for children's rights	48	146	165	359
Other interventions that do not fall under any of the organizational targets	34	20	37	91
Total	**999**	**1 683**	**789**	**3 472**

ORE = other resources emergency; ORR = other resources regular; RR = regular resources.
Note: Totals in the table may differ slightly due to rounding.

Resource mobilization

79. Donors continued to support their commitments to children through UNICEF in spite of the global economic crisis and its adverse impact on development budgets worldwide. A total of 92 Governments contributed to UNICEF resources in 2011. Total income from public sector donors (governments, intergovernmental organizations and inter-organizational arrangements) amounted to $2,567 million, representing an increase of $128 million from 2010.

80. Private-sector contributions — mainly comprising resources provided by UNICEF National Committees, individual donors, non-governmental organizations and foundations — was $1,089 million in 2011, reflecting a decrease of 8 per cent from 2010.

81. Thematic funds directly support achievement of the MTSP key results by allowing long-term planning, sustainability and savings in transaction costs for both UNICEF and donors. In 2011, overall thematic funding for five MTSP thematic areas decreased by 23 per cent, from $241 million in 2010 to $187 million in 2011. Thematic humanitarian assistance decreased by 44 per cent (see table 8).

Table 8
Thematic funding for MTSP focus areas and humanitarian assistance, 2008-2011
(In millions of United States dollars)

Thematic area	*2010*	*2011*
Young child survival and development	32.60	28.46
Basic education and gender equality	132.34	127.87
HIV/AIDS and children	10.35	7.31
Child protection: Preventing and responding to violence, exploitation and abuse	53.13	18.80
Policy advocacy and partnerships for children's rights	12.80	4.15
Humanitarian assistance	332.39	186.70
Total	**573.61**	**373.30**

82. UNICEF income for humanitarian assistance amounted to $963 million in 2011, reflecting a 6 per cent decrease from the 2010 level of $1,023 million. This decrease is largely attributed to the decline in private sector income. In 2011, UNICEF requested funding support for emergencies including 14 Consolidated Appeal Processes (CAP), 8 flash appeals, 27 non-CAP countries in the Humanitarian Action Report and 7 other crises requiring humanitarian assistance. Overall, UNICEF sought a total of $1.6 billion in 2011 for its humanitarian interventions to ensure the protection of vulnerable children and women.

V. Draft decision

The Executive Board

Takes note of the annual report of the Executive Director of UNICEF: progress and achievements against the medium-term strategic plan, 2006-2013 (E/ICEF/2012/10).